

1993 AUTHOR INDEX

A

- Adams KL: *See* Dveirin GF.
 Angel KO: *See* Bloomberg MA.
 Arnold W III: The leader's role in implementing quality improvement: Walking the talk. *QRB* Mar, 79-82.
 Aronow DB, Coltin KL: Information technology applications in quality assurance and quality improvement, Part I. Sep, 403-415.
 Aronow DB, Coltin KL: Information technology applications in quality assurance and quality improvement, Part II. Oct, 465-478.

B

- Bailit M: *See* Bloomberg MA.
 Balding C: *See* Collopy BT.
 Bannick RR: *See* Hurley RE.
 Batalden PB, Stoltz PK: A framework for the continual improvement of health care: Building and applying professional and improvement knowledge to test changes in daily work. Oct, 424-452.
 Bernstein SJ, Hilborne LH: Clinical indicators: The road to quality care? Nov, 501-509.
 Berwick DM: Do we really need a framework in order to improve? Oct, 449-450.
 Bliton MJ: *See* White BD.
 Bloomberg MA, Jordan HS, Angel KO, Bailit M, Straus J, Goonan KJ: Development of clinical indicators for performance measurement and improvement: An HMO/purchaser collaborative effort. Dec, 568-595.
 Bluth EI, Porter CM, Hollier LH, Kazmier FJ: Screening and managing abdominal aortic aneurysms at the Ochsner Clinic: Suggested algorithm and method of derivation. *QRB* Jun, 190-195.

Borbas C: The Minnesota Clinical Comparison and Assessment Program: Bridging the gap between clinical practice guidelines and patient care. Sep, 388-392.

Bracken B: *See* Goldfield N.

Branson C: *See* Potts S.

Brennan TA: Overview of legal issues. Aug, 319-321.

Brennan TA: *See* Leape LL.

Browne J: *See* Coffey RJ.

Bulger RJ: Letter from the Interest Group on Health Services Research, Association of Academic Health Centers. Aug, 303-304.

C

- Caldwell C: Accelerators and inhibitors to organizational change in a hospital. *QRB* Feb, 42-46.
 Carpenter CE, Nash DB, Johnson NE: Evaluating the cost containment potential of clinical guidelines. *QRB* Apr, 119-123.
 Cebul RD: Editorial: Quality improvement, case mix, and preventive procedures: When should the playing field be leveled for carotid endarterectomy? *QRB* May, 150-151.
 Cernak CM: *See* Kazandjian VA.
 Cesareone D: Editorial: Vision, mission, and values: Putting it together. *QRB* Feb, 47.

Chang RW: *See* Falconer JA.

Coffey RJ, Jones L, Kowalkowski A, Browne J: Asking effective questions: An important leadership role to support quality improvement. Oct, 454-464.

Collopy BT, Balding C: The Australian development of national quality indicators in health care. Nov, 510-516.

Coltin KL: *See* Aronow DB.

Connell F: *See* Jones L.

Corrigan JM, Nielsen DM: Toward the development of uniform reporting standards for managed care organizations: The Health Plan Employer Data and Information Set (Version 2.0). Dec, 566-575.

D

- Donabedian A: Letter reply: Outcomes are in the eye of the "health seeker." *QRB* Mar, 78.
 Dorfman G: *See* Goldfield N.
 Dveirin GF, Adams KL: Empowering health care improvement: an operational model. Jul, 222-233.

E

- Edwards JE: *See* Lawthers AG.
 Eisenberg JM: Using clinical guidelines: Impact on public policy, clinical policy, and individual care decisions. Sep, 384-388.

F

- Falconer JA, Roth EJ, Sutin JA, Strasser DC, Chang RW: Letter reply: The Critical Path Method alone does nothing to improve performance. *QRB* May, 142-143.
 Falconer JA, Roth EJ, Sutin JA, Strasser DC, Chang RW: The Critical Path Method in stroke rehabilitation: Lessons from an experiment in cost containment and outcome improvement. *QRB* Jan, 8-16.
 Feinglass J: *See* Potts S.
 Field MJ: Overview: Prospects and options for local and national guidelines in the courts. Aug, 313-318.
 Flanagan E: *See* Miller ST.
 Fowles J: *See* Lawthers AG.
 Freeman A: *See* Goldfield N.

THE JOINT COMMISSION

G

- Garnick DW: *See* Lawthers AG.
 Gates PE: Clinical quality improvement: Getting physicians involved. *QRB* Feb, 56-61.
 Gitterman B: *See* Goldfield N.
 Goldfield N, Freeman A, Bracken B, Dorfman G, Gitterman B, Harris C, Holt M, Landess R, Siegel D, Smithline N: Health reform principles for quality: Recommendations for the Congressional debate. *QRB* Jun, 174-181.
 Goonan KJ: *See* Bloomberg MA.

H

- Hanold LS: *See* Nadzam DM.
 Harper JJ: *See* McGarvey RN.
 Harris C: *See* Goldfield N.
 Hastings K: A view from The Agency for Health Care Policy and Research: The use of language in clinical practice guidelines. Aug, 335-341.
 Hickson GB: *See* White BD.
 Hilborne LH: *See* Bernstein SJ.
 Hirshfeld E: Use of practice parameters as standards of care and in health care reform: A view from the American Medical Association. Aug, 322-329.
 Hofmann PA: Critical path method: An important tool for coordinating clinical care. Jul, 235-246.
 Hollier LH: *See* Bluth EI.
 Holt M: *See* Goldfield N.
 Holt V: *See* Jones L.
 Hungate RW: Letter: Outcomes are in the eye of the "health seeker." *QRB* Mar, 78.
 Hurley RE, Bannick RR: Utilization managers in Medicare risk contract HMOs: From control to collaboration. *QRB* Apr, 131-137.

J

- Johnson NE: *See* Carpenter CE.
 Johnson WG: *See* Leape LL.
 Jones L: *See* Coffey RJ.
 Jones L, LoGerfo J, Shy K, Connell F, Holt V, Parrish K, McCandless K: StORQS: Washington's Statewide Obstetrical Review and Quality System: Overview and provider evaluation. *QRB* Apr, 110-118.
 Jordan HS: *See* Bloomberg MA.

K

- Kadah H: *See* Potts S.
 Kazandjian VA, Lawthers J, Cernak CM, Pipesh FC: Relating outcomes to processes of care: The Maryland Hospital Association's Quality Indicator Project (QI Project^a). Nov, 530-538.
 Kazmier FJ: *See* Bluth EI.
 Kowalkowski A: *See* Coffey RJ.

L

- Landess R: *See* Goldfield N.
 Lansky D: The new responsibility: Measuring and reporting on quality. Dec, 545-551.
 Larson C: *See* Nelson EC.
 Lawthers AG: *See* Leape LL.
 Lawthers AG, Palmer RH, Edwards JE, Fowles J, Garnick DW, Weiner JP: Developing and evaluating performance measures for ambulatory care quality: A preliminary report of the DEMPAQ project. Dec, 552-565.
 Lawthers J: *See* Kazandjian VA.
 Leape LL, Lawthers AG, Brennan TA, Johnson WG: Preventing medical injury. *QRB* May, 144-149.
 Lefevere F: *See* Potts S.
 Legorreta AP: *See* Sennett C.
 Lewis A: Too many managers: Major threat to CQI in hospitals. *QRB* Mar, 95-101.
 LoGerfo J: *See* Jones L.
 Longo W: *See* McGuire TP.

- Luttman RJ: Letter: The Critical Path Method alone does nothing to improve performance. *QRB* May, 142.

Lynch JT, Mattie AS, Shevchenko IP, Reed-Fourquet LL: The "Toward Excellence in Care" program: A statewide indicator project. Nov, 519-529.

M

- Macnee CL: *See* Penchansky R.
 Mattie AS: *See* Lynch JT.
 McCandless K: *See* Jones L.
 McGarvey RN, Harper JJ: Pneumonia mortality reduction and quality improvement in a community hospital. *QRB* Apr, 124-130.
 McGlynn EA: Gathering systematic information on health plans: An interview with Sheila Leatherman. Jul, 266-271.

McGuire TP, Longo W: Evaluating your mission: A practical approach to developing and assessing a facility's organizational culture. *QRB* Feb, 48-55.

Merz SM: Clinical practice guidelines: Policy issues and legal implications. Aug, 306-312.

Miller ST, Flanagan E: The transition from quality assurance to continuous quality improvement in ambulatory care. *QRB* Feb, 62-65.

Mishkin DB, Povar GJ: Decision making with pregnant patients: A policy born of experience. Aug, 291-302.

Myers SA: The Mount Sinai cesarean section reduction program: Are clinical practice guidelines really necessary? Sep, 392-396.

N

- Nadzam DM, Turpin R, Hanold LS, White RE: Data-driven performance improvement in health care:

- The Joint Commission's Indicator Measurement System (IMSystem). Nov, 492-500.
- Nash DB: *See* Carpenter CE.
- Nash DB: Accountability for hospital quality: The role of clinical practice guidelines. Sep, 396-400.
- Nease RF Jr: *See* Owens DK.
- Nelson EC, Larson C: Patients' good and bad surprises: How do they relate to overall patient satisfaction? *QRB* Mar, 89-94.
- Nerenz DR, Zajac BM, Rosman HS: Consortium research on indicators of system performance (CRISP). Dec, 577-585.
- Nielsen DM: *See* Corrigan JM.
- O**
- O'Leary DS: Foreword. Jul, 211-212.
- O'Leary DS: The measurement mandate: Report card day is coming. Nov, 487-491.
- Owens DK, Nease RF Jr: Development of outcome-based practice guidelines: A method for structuring problems and synthesizing evidence. Jul, 248-263.
- P**
- Palmer RH: *See* Lawthers AG.
- Parrish K: *See* Jones L.
- Penchansky R, Macnee CL: Ensuring excellence: Reconceptualizing quality assurance, risk management, and utilization review. *QRB* Jun, 182-189.
- Pipesh FC: *See* Kazandjian VA.
- Porter CM: *See* Bluth EI.
- Potts S, Feinglass J, Lefevere F, Kadah H, Branson C, Webster J: A quality-of-care analysis of cascade iatrogenesis in frail elderly hospital patients. *QRB* Jun, 199-205.
- Povar GJ: *See* Mishkin DB.
- R**
- Reed-Fourquet LL: *See* Lynch JT.
- Reinertsen JL: The point is transformation, not "doing continuous improvement." Oct, 451.
- Reinertsen JL: Outcomes management and continuous quality improvement: The compass and the rudder. *QRB* Jan, 5-7.
- Roberts JS: Accelerating change by merging improvement knowledge and professional knowledge. Oct, 448-449.
- Rosman HS: *See* Nerenz DR.
- Roth EJ: *See* Falconer JA.
- Rummel L: *See* Segal HE.
- S**
- Schiff G: Editorial: Cascade or facade: Focusing or obfuscating the pathogenesis of iatrogenesis? *QRB* Jun, 196-198.
- Schyve PM, Sheedy PT, Zweig FM: Judges as gatekeepers: Guidelines in court. Aug, 282-290.
- Segal HE, Rummel L, Wu B: The utility of PRO data on surgical volume: The example of carotid endarterectomy. *QRB* May, 152-157.
- Sennett C, Legorreta AP, Zatz SL: Performance-based hospital contracting for quality improvement. Sep, 374-383.
- Sargent JS: *See* White BD.
- Sheedy PT: *See* Schyve PM.
- Shevchenko IP: *See* Lynch JT.
- Shy K: *See* Jones L.
- Siegel D: *See* Goldfield N.
- Smith GH: A case study in progress: Practice guidelines and the affirmative defense in Maine. Aug, 355-362.
- Smithline N: *See* Goldfield N.
- Stoltz PK: *See* Batalden PB.
- Strasser DC: *See* Falconer JA.
- Straus J: *See* Bloomberg MA.
- Sutin JA: *See* Falconer JA.
- T**
- Tingley FW: The use of guidelines to reduce costs and improve quality: A perspective from the insurers. Aug, 330-334.
- Turpin R: *See* Nadzam DM.
- W**
- Wakefield BJ: *See* Wakefield DS.
- Wakefield DS, Wakefield BJ: Overcoming the barriers to implementation of TQM/CQI in hospitals: Myths and realities. *QRB* Mar, 83-88.
- Webster J: *See* Potts S.
- Weiner JP: *See* Lawthers AG.
- White BD, Zaner RM, Bliton MJ, Hickson GB, Sargent JS: An account of the usefulness of a pilot clinical ethics program at a community hospital. *QRB* Jan, 17-24.
- White RE: *See* Nadzam DM.
- Witte HA: *See* Zweig FM.
- Wu B: *See* Segal HE.
- Z**
- Zajac BM: *See* Nerenz DR.
- Zaner RM: *See* White BD.
- Zatz SL: *See* Sennett C.
- Zweig FM: *See* Schyve PM.
- Zweig FM, Witte HA: Assisting judges in screening medical practice guidelines for health care litigation. Aug, 342-354.

1993 SUBJECT INDEX

A**Ambulatory care**

Developing and evaluating performance measures for ambulatory care quality: A preliminary report of the DEMPAQ project (Lawthers AG, et al). Dec, 552-565.

The transition from quality assurance to continuous quality improvement in ambulatory care (Miller ST, Flanagan E). *QRB* Feb, 62-65.

C**Conferences**

Bridging the gap between theory and practice: Exploring clinical practice guidelines (National Quality of Care Forum). Sep, 384-400.

Evaluating quality assurance: An International Conference. *QRB* Jan, 25-27.

Leading the transformation in health care quality through improved performance. *QRB* Feb, 66-73.

Quality, cost, and the public's right to know: What is needed to make informed decisions? *QRB* Mar, 104.

Quality measurement, management, and reimbursement in today's health care environment. *QRB* Mar, 102-103.

Using guidelines to change clinical behavior: Dissemination through area health education centers and geriatric education centers. *QRB* May, 165-169.

Continuous quality improvement (CQI); See Quality management.**Critical pathways**

Critical path method: An important tool for coordinating clinical care (Hofmann PA). Jul, 235-246.

The Critical Path Method in stroke rehabilitation: Lessons from an experiment in cost containment and outcome improvement (Falconer JA, et al). *QRB* Jan, 8-16.

Letter: The Critical Path Method alone does nothing to improve performance (Luttmann RJ); (Reply) (Falconer JA, et al). *QRB* May, 142-143.

E**Ethics**

An account of the usefulness of a pilot clinical ethics program at a community hospital (White BD, et al). *QRB* Jan, 17-24.

Decision making with pregnant patients: A policy born of experience (Mishkin DB, Povar GJ). Aug, 291-302.

H**Health care reform**

Health reform principles for quality: Recommendations for the Congressional debate (Goldfield N, et al). *QRB* Jun, 174-181.

Use of practice parameters as standards of care and in health care reform: A view from the American Medical Association (Hirshfeld E). Aug, 322-329.

Health maintenance organizations

Development of clinical indicators for performance measurement and improvement: An HMO/purchaser collaborative effort (Bloomberg MA, et al). Dec, 586-595.

Utilization managers in Medicare risk contract HMOs: From control to collaboration (Hurley RE, Bannick RR). *QRB* Apr, 131-137.

I**Iatrogenic illness/injury**

Editorial: Cascade or facade: Focusing or obfuscating the pathogenesis of iatrogenesis? (Schiff G). *QRB* Jun, 196-198.

Preventing medical injury (Leape LL, et al). *QRB* May, 144-149.

A quality-of-care analysis of cascade iatrogenesis in frail elderly hospital patients (Potts S, et al). *QRB* Jun, 199-205.

Indicators; *See Performance measures.*

Information management

Information technology applications in quality assurance and quality improvement, Part I (Aronow DB, Coltin KL). Sep, 403-415.

Information technology applications in quality assurance and quality improvement, Part II (Aronow DB, Coltin KL). Oct, 465-477.

J***The Joint Commission Journal on Quality Improvement***

Foreword (O'Leary DS). Jul, 211-212.

O

Outcomes; *See Performance measures.*

P**Patient needs/satisfaction**

Developing a patient measurement system for the future: An interview with Eugene C. Nelson, DSc, MPH. Sep, 368-373.

Patients' good and bad surprises: How do they relate to overall patient satisfaction? (Nelson EC, Larson C). *QRB* Mar, 89-94.

Performance measures

The Australian development of nation-

- al quality indicators in health care (Collopy BT, Balding C). Nov, 510-518.
- Clinical indicators: The road to quality care? (Bernstein SJ, Hilborne LH). Nov, 501-509.
- Consortium research on indicators of system performance (CRISP) (Nerenz DR, Zajac BM, Rosman HS). Dec, 577-585.
- Data-driven performance improvement in health care: The Joint Commission's Indicator Measurement System (IMSystem) (Nadzam DM, et al). Nov, 492-500.
- Defining performance of organizations. Jul, 214-221.
- Developing a patient measurement system for the future: An interview with Eugene C. Nelson, DSc, MPH. Sep, 368-373.
- Developing and evaluating performance measures for ambulatory care quality: A preliminary report of the DEMPAQ project (Lawthers AG, et al). Dec, 552-565.
- Development of clinical indicators for performance measurement and improvement: An HMO/purchaser collaborative effort (Bloomberg MA, et al). Dec, 586-595.
- Development of outcome-based practice guidelines: A method for structuring problems and synthesizing evidence (Owens DK, Nease RF Jr). Jul, 248-263.
- Editorial: Quality improvement, case mix, and preventive procedures: When should the playing field be leveled for carotid endarterectomy? (Cebul RD). QRB May, 150-151.
- Gathering systematic information on health plans: An interview with Sheila Leatherman (McGlynn EA). Jul, 266-271.
- Letter: Outcomes are in the eye of the "health seeker" (Hungate RW); (Donabedian A) (Reply). QRB Mar, 78.
- The measurement mandate: Report card day is coming (O'Leary DS). Nov, 487-491.
- The new responsibility: Measuring and reporting on quality (Lansky D). Dec, 545-551.
- Outcomes management and continuous quality improvement: The compass and the rudder (Reinertsen JL). QRB Jan, 5-7.
- Performance-based hospital contracting for quality improvement (Sennett C, Legorreta AP, Zatz SL). Sep, 374-383.
- Performance improvement in health care organizations. Jul, 214-221.
- Relating outcomes to processes of care: The Maryland Hospital Association's Quality Indicator Project (QI Project) (Kazandjian VA, et al). Nov, 530-538.
- The "Toward Excellence in Care" program: A statewide indicator project (Lynch JT, et al). Nov, 519-529.
- Toward the development of uniform reporting standards for managed care organizations: The Health Plan Employer Data and Information Set (Version 2.0) (Corrigan JM, Nielsen DM). Dec, 566-575.
- The utility of PRO data on surgical volume: The example of carotid endarterectomy (Segal HE, Rummel L, Wu B). QRB May, 152-157.
- Washington's Statewide Obstetrical Review and Quality System: Overview and provider evaluation (Jones L, et al). QRB Apr, 110-118.
- Physicians**
- Clinical quality improvement: Getting physicians involved (Gates PE). QRB Feb, 56-61.
- Pneumonia mortality reduction and quality improvement in a community hospital (McGarvey RN, Harper JJ). QRB Apr, 124-130.
- Practice guidelines**
- Accountability for hospital quality: The role of clinical practice guidelines (Nash DB). Sep, 396-400.
- Assisting judges in screening medical practice guidelines for health care litigation (Zweig FM, Witte HA). Aug, 342-354.
- Bridging the gap between theory and practice: Exploring clinical practice guidelines (National Quality of Care Forum). Sep, 384-400.
- A case study in progress: Practice guidelines and the affirmative defense in Maine (Smith GH). Aug, 355-362.
- Clinical practice guidelines: Policy issues and legal implications (Merz SM). Aug, 306-312.
- Decision making with pregnant patients: A policy born of experience (Mishkin DB, Povar GJ). Aug, 291-302.
- Development of outcome-based practice guidelines: A method for structuring problems and synthesizing evidence (Owens DK, Nease RF Jr). Jul, 248-263.
- Evaluating the cost containment potential of clinical guidelines (Carpenter CE, Nash DB, Johnson NE). QRB Apr, 119-123.
- Judges as gatekeepers: Guidelines in court (Schyve PM, Sheedy PT, Zweig FM). Aug, 282-290.
- Letter from the Interest Group on Health Services Research, Association of Academic Health Centers (Burgle RJ). Aug, 303-304.
- The Minnesota Clinical Comparison and Assessment Program: Bridging the gap between clinical practice

- guidelines and patient care (Borbás C). Sep, 388-392.
- The Mount Sinai cesarean section reduction program: Are clinical practice guidelines really necessary? (Myers SA). Sep, 392-396.
- Overview: Prospects and options for local and national guidelines in the courts (Field MJ). Aug, 313-318.
- Overview of legal issues (Brennan T). Aug, 319-321.
- Screening and managing abdominal aortic aneurysms at the Ochsner Clinic: Suggested algorithm and method of derivation (Bluth EI, et al). QRB Jun, 190-195.
- The use of guidelines to reduce costs and improve quality: A perspective from the insurers (Tingley FW). Aug, 330-334.
- Use of practice parameters as standards of care and in health care reform: A view from the American Medical Association (Hirshfeld E). Aug, 322-329.
- Using clinical guidelines: Impact on public policy, clinical policy, and individual care decisions (Eisenberg JM). Sep, 384-388.
- A view from The Agency for Health Care Policy and Research: The use of language in clinical practice guidelines (Hastings K). Aug, 335-341.
- Q**
- Quality management**
- Accelerating change by merging improvement knowledge and professional knowledge (Roberts JS). Oct, 448-449.
- Accelerators and inhibitors to organizational change in a hospital (Caldwell C). QRB Feb, 42-46.
- Asking effective questions: An important leadership role to support
- quality improvement (Coffey RJ, et al). Oct, 454-464.
- Clinical quality improvement: Getting physicians involved (Gates PE). QRB Feb, 56-61.
- The Critical Path Method in stroke rehabilitation: Lessons from an experiment in cost containment and outcome improvement (Falconer JA, et al). QRB Jan, 8-16.
- Defining performance of organizations. Jul, 214-221.
- Do we really need a framework in order to improve? (Berwick DM). Oct, 449-450.
- Editorial: Quality improvement, case mix, and preventive procedures: When should the playing field be leveled for carotid endarterectomy? (Cebul RD). QRB May, 150-151.
- Editorial: Vision, mission, and values: Putting it together (Cesarone D). QRB Feb, 47.
- Empowering health care improvement: An operational model (Dveirin GF, Adams KL). Jul, 222-234.
- Ensuring excellence: Reconceptualizing quality assurance, risk management, and utilization review (Penchansky R, Macnee CL). QRB Jun, 182-189.
- Evaluating your mission: A practical approach to developing and assessing a facility's organizational culture (McGuire TP, Longo W). QRB Feb, 48-55.
- A framework for the continual improvement of health care: Building and applying professional and improvement knowledge to test changes in daily work (Batalden PB, Stoltz PK). Oct, 424-447, 452.
- Health reform principles for quality: Recommendations for the
- Congressional debate (Goldfield N, et al). QRB Jun, 174-181.
- Information technology applications in quality assurance and quality improvement, Part I (Aronow DB, Coltin KL). Sep, 403-415.
- Information technology applications in quality assurance and quality improvement, Part II (Aronow DB, Coltin KL). Oct, 465-477.
- The leader's role in implementing quality improvement: Walking the talk (Arnold W III). QRB Mar, 79-82.
- Letter: Outcomes are in the eye of the "health seeker" (Hungate RW); (Donabedian A) (Reply). QRB Mar, 78.
- Letter: The Critical Path Method alone does nothing to improve performance (Luttmann RJ); (Reply) (Falconer JA, et al). QRB May, 142-143.
- Outcomes management and continuous quality improvement: The compass and the rudder (Reinertsen JL). QRB Jan, 5-7.
- Overcoming the barriers to implementation of TQM/CQI in hospitals: Myths and realities (Wakefield DS, Wakefield BJ). QRB Mar, 83-88.
- Panel discussion: The role of quality management in health care today and tomorrow. QRB May, 158-164.
- Performance-based hospital contracting for quality improvement (Sennett C, Legorreta AP, Zatz SL). Sep, 374-383.
- Pneumonia mortality reduction and quality improvement in a community hospital (McGarvey RN, Harper JJ). QRB Apr, 124-130.
- The point is transformation, not "doing continuous improvement" (Reinertsen J). Oct, 451.

StORQS: Washington's Statewide Obstetrical Review and Quality System: Overview and provider evaluation (Jones L, et al). *QRB* Apr, 110-118.

Too many managers: Major threat to CQI in hospitals (Lewis A). *QRB* Mar, 95-101.

The transition from quality assurance to continuous quality improvement in ambulatory care (Miller ST, Flanagan E). *QRB* Feb, 62-65.

R**Research**

Consortium research on indicators of

system performance (CRISP) (Nerenz DR, Zajac BM, Rosman HS). Dec, 577-585.

Letter from the Interest Group on Health Services Research, Association of Academic Health Centers (Bulger RJ). Aug, 303-304.

Risk management

Ensuring excellence: Reconceptualizing quality assurance, risk management, and utilization review (Penchansky R, Macnee CL). *QRB* Jun, 182-189.

Preventing medical injury (Leape LL, et al). *QRB* May, 144-149.

Utilization managers in Medicare risk contract HMOs: From control to collaboration (Hurley RE, Bannick RR). *QRB* Apr, 131-137.

T

Total quality management;
See Quality management.

U**Utilization management/review**

Utilization managers in Medicare risk contract HMOs: From control to collaboration (Hurley RE, Bannick RR). *QRB* Apr, 131-137.